



MARKETING COMMUNICATION FOR
NONPROFITS AND OTHER DO-GOODERS

www.mission-minded.com

Minute Message Model™

Use your time well.

“So, what does your organization do?” If these words strike fear in your heart, you’re not alone. Many nonprofit organizations have a tough time explaining the vital work they do in a way that really gets to the heart of why it’s important. They’re more familiar with how to launch into program details and statistics than with really connecting with their audience by conveying the impact their work has on the lives of real people.

Our Minute Message Model will change all that.

Developing effective messaging isn’t rocket science, and we’ve been helping good causes get better at it for almost a decade. Whether you’ve got one minute to get your message across during a shared elevator ride, five minutes at a reception, or ten minutes while your audience reads your newsletter, our Minute Message Model will give you confidence that you’re using that time well.

A Good Set of Messages Is a Toolbox

- It points to the problem your organization is trying to solve
- It reminds your audience why they should care
- It highlights the impact of your work
- It explains how you do it

It's a tall order, but having a structure for your messaging makes it a lot easier.

A Few Words About Brand

Branding is a complex subject—in fact, we have a whole tutorial on it (www.mission-minded.com/images/PDFs/mm-LogoNotBrand.pdf). But having a grasp of your organization's brand is critical to developing effective messages, so we need to spend a little time on it here.

Your logo, as some very smart people once said, is not your brand. What your brand is, is your reputation. What goes into forming that reputation? According to Scott Bedbury, a marketing master who has worked for Nike and Starbucks, among others, it's, well, everything:

[Your brand] is defined by the award-winning [work] and the god-awful [work] that somehow slipped through the cracks.... It is defined by the accomplishments of your best employee—the shining star in the [organization] who can do no wrong—as well as by the mishaps of the worst hire you ever made. It is also defined by your receptionist and the music your [constituents] are subjected to when placed on hold. For every grand and finely worded public statement by the [executive director], the brand is also defined by derisory comments overheard in the hallway or in a chat room on the Internet.

When we see a corporate logo like Nike's Swoosh or McDonald's Golden Arches, its marketers are hoping the logo triggers a whole set of positive associations. For Nike, that's athletic excellence, self-improvement through exercise, or "Just do it"...not sweat shops. For McDonald's, it's family, value, or Happy Meals...not trans fats and childhood obesity. All of the millions of dollars spent on advertising and marketing by these companies is intended to support a positive view of their brand. Your nonprofit has a brand too, and having a handle on what that brand says about you is critical to creating strong messages. Good messages will help you strengthen your brand, so knowing what you want the brand to do helps set the goals for the messages themselves. If it sounds a little circuitous, that's because it is.

A strong brand minimizes competitive threats, because it makes clear to your constituents how you're different from similar organizations. It helps defend you against negative news about your organization, because a positive reputation encourages your audiences to give you the benefit of the doubt. Most important, a strong brand enhances the self-image of your internal and external audiences because they're excited to be associated with your organization. Clarity around your brand is the cornerstone of effective communications, and provides strategic benefits to the organization as a whole.

Message Basics

There are a few hard-and-fast rules we remind our clients of during every piece of messaging work we do:

USE YOUR FULL NAME. Your name typically conveys a great deal of information about your organization in a way that an acronym just doesn't. Don't forgo the opportunity to remind your audience of who you are and what you believe in every time your organization is identified.

NEVER ASSUME. Your audience doesn't know nearly as much about your organization as you do. What's the problem you're addressing, and why should they care? Start there every time, rather than assuming they already know the answer.

REPEAT, AD NAUSEAM. It's a fact: you will be sick to death of repeating your message before it begins to sink in with your key audiences. In our society, we're bombarded with thousands of messages from corporations, politicians, and nonprofits every day, and it takes repetition to break through.

ADD BENEFITS, NOT FEATURES. Features are what your agency does. Benefits are the solutions your agency provides to problems. People do not donate to features; they donate to solve problems.

EXERCISE: Brand Personality

Brands have a personality—a set of attributes we associate with a product or organization. They convey the values of an organization and what is unique about it. To begin to articulate the personality of your organization, choose five words that convey its attributes. To get you started, here's a list of personality traits often associated with nonprofit organizations.

Academic	Down-to-earth	Friendly	Nurturing	Sharp
Activist	Educational	Fun	Outraged	Shoestring
Artistic	Engaged	Funny	Principled	Somber
Calm	Energetic	High-minded	Professional	Traditional
Caring	Expert	Helpful	Reliable	Trustworthy
Creative	Focused	Lively	Serious	Youthful

String your five words together in a sentence or two that define your organization's values and uniqueness. This is your brand personality.

1 Minute Message

DEFINE yourself

If you've only got a minute to share information about your organization, you need to make sure you're only covering the most important things about your work. The simplest message, often

referred to as an "elevator pitch," conveys simple, high-level information about your organization; builds comprehension about the nature of your organization; and suggests the problem you're trying to solve.

EXERCISE: One-Minute Message

A compelling one-minute message provides an introduction to your organization, its brand, and the work that you do. This simple exercise allows you to create a Mad Libs-style one-minute message that will leave your audience asking for more. How do you use it? Just replace the underlined words with your own.

_____ *believes* _____.
Name of Organization Value
Every day we _____ *for* _____,
Verb Object Constituents
because _____.
Problem Statement

2 Minute Message

DEFINE yourself + tell WHY you exist

If you've got another minute with your audience, you can go a little deeper. Why does your organization exist? What societal problem does it solve TODAY? These messages lay out your vision for how your work makes the world a better place.

They set the context for everything else you say about your organization, and you should return to them over and over again. Your two-minute message is visionary. Your goal is to build an emotional connection with your audience by defining a problem they want to help you solve.

5 Minute Message

DEFINE yourself + tell **WHY** you exist + describe your **IMPACT**

If you have a little longer with your audience—in the hallway at a conference, perhaps, or in a fundraising appeal—be strategic.

Start the same way you would if you had one or two minutes. Never assume that your audience knows your work and the context in which you operate; begin with your one-minute message, explaining why your organization exists and the problem you were founded to solve.

Then tell a story. Describe the impact your organization has on the lives of real people. Try to explain, in simple, clear language, how real people (or animals, or architectural treasures) are actually helped by the work you do every day. Don't explain what programs you offer; demonstrate the importance of those programs. Your five-minute message must be visual—it paints a picture of the difference your organization makes. And what better way to paint that picture than with a story?

Humans tell stories to make sense of the world, to explain cause and effect, to knit together the events of our everyday lives into something that has meaning. The narrative structure itself—first this thing happened, then this other thing happened—builds suspense and encourages your audience to ask “What happened next?” As a tool for building engagement and conveying meaning, it has no equal. And a bonus: people share stories with *others*...that's a lot of bang for your tale.

Make sure your story has all the traditional elements: a protagonist (lead character) you take the time to describe; a plot that follows a simple structure involving a challenge overcome (ideally with the help of your organization); and most importantly, a moral. That moral should make your donor the hero of the story.

Once you've taken the time to tell a story that illustrates your impact on the world, remind your audience why that impact is important by reiterating the values your organization holds dear.

5 Minute Message continued

EXERCISE: Storytelling

An old saw from Hollywood holds that screenwriting (and storytelling) is easy. Just follow the formula:

Act I. Get your hero up a tree.

Act II. Throw rocks at him.

Act III. Get him down from the tree.

Your organizational stories should contain the same elements.

Protagonists. *Who are your heroes? What are their lives like?*

Rocks. *While your story may not have a villain in a black hat twirling his mustache, it likely does take on a challenge, in the form of a problem in our society that needs to be overcome. Define that challenge for your heroes.*

Happy Ending. *What happens to them? How is your organization involved?*

So what? *Remember to sum up what it all means. How does this story explain the impact your organization has? How does it uphold your values?*

10 Minute Message

DEFINE yourself + tell **WHY** you exist + describe your **IMPACT** + *then* tell **HOW** you do it.

The ten-minute message leads up to the “Ask.”

Think of this longer message as your moment (your ten minutes) to put the entire package in front of your audience. Tailor this message to your particular audience; you’ll be in a stronger position, when the time comes, to make them the heroes of the story: “This happens because of **you**.”

First, you explain the reason you exist. Then, you demonstrate your organization’s impact. Add a story (or two) that allows your audience to form an authentic connection with your work by showing how it plays out in real people’s lives.

And then (and only then) you can get to your programmatic work, explaining in detail how those programs support the mission and vision of your organization. If you’re like most nonprofit organizations, these are the messages that you convey best, and in fact you probably already have most of them written. They describe the nuts and bolts of how you achieve impact and put your values into action.

End this message by asking for what you need.

If you’re speaking to donors, ask for money. Be concrete: how much, from how many, to accomplish exactly what? If you need volunteers, ask your audience to sign on. Use this moment.

Ask.

EXERCISE: Walking Backward

Most nonprofits spend too much time talking *about* their programs and not enough about why anyone should care about them. But messages about your work are still important—you just need to ensure that those messages *support* your main points about your vision and impact. Try this simple exercise to walk backwards through the message model to make sure that they do:

- Start with a typical, just-the-facts message about one of your key programs.
- How does that program have an impact on the lives of real people?
- How does that impact fulfill your vision of a better world? How does it help solve the problem your organization exists to address?

If it all adds up, you’re in good shape. But if the final message doesn’t capture the first two priorities (bullets 2 and 3), create a new message that does.

Conclusion

No one knows your organization as well as you do.

Even your most ardent supporters can quickly get lost in a stream of data about your programmatic work.

The thing that they care most about is how you're achieving your vision and making a difference. Every conversation, every newsletter, every annual report and news interview is a new chance to spend one minute, five, or ten reminding your audiences of why your organization exists, how you have succeeded, and how they can be a part of it. **Use your time well.**

Mission Minded is a branding firm that works exclusively with nonprofits. We believe that nonprofits, foundations, and other do-gooders can only have an impact if people understand the importance of their work. Every day we partner with clients like San Francisco Opera, Denver Public Schools Foundation, and San Francisco AIDS Foundation to think strategically about their reputations, and then write and design the communication tools that help them raise more money, recruit more volunteers, and have greater impact on the world.

To find out how Mission Minded can help your organization, call us today at 415.552.9360.